

OFFICE OF THE CHIEF INFORMATION OFFICER

REVISED FY 2000 AND FY 2001 ANNUAL PERFORMANCE PLAN

The Office of the Chief Information Officer (OCIO) was established by Secretary's Memorandum 1030-30, a pursuance to the Clinger Cohen Act of 1996. The OCIO is independent of any other office or agency and has primary responsibility for supervision and coordination within the U.S. Department of Agriculture (USDA) of the design, acquisition, maintenance, use, and disposal of information technology by USDA agencies. The mission of the OCIO is to strategically acquire and use information technology resources to improve the quality, timeliness, and cost effectiveness of USDA service delivery to its customers.

OCIO also has activities that are funded through the USDA Working Capital Fund (WCF). These activities, or cost centers, operate using a cost recovery method for services rendered.

More information regarding OCIO's programs can be found in the OCIO Strategic and Annual Performance plans. Only Federal employees were involved in the preparation of this report.

The OCIO Strategic Plan lists 2 Goals, each with identified objectives. At the time that the Strategic Plan was written, the National Information Technology Center (NITC) reported to Departmental Administration. They were not included in the development of the Strategic Plan. In the interim, they developed a third goal which is described later in this Plan.

OCIO has developed the following three goals to address these issue areas. Each Goal is listed below with the supporting Program Activity.

Goal 1: Ensure decisions regarding the selection and deployment of information technology are based on USDA business needs.

Program Activity: Office of the Chief Information Officer

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Funding (Appropriated)	\$2,727	\$2,722	\$2,840
Funding (Program Reimbursement)	\$223	\$241	\$261
Funding (WCF Management Oversight and Administrative Services (MOAS))	\$131	\$180	\$188
FTE (Appropriated)	23	32	32
FTE (Program Reimbursement)	1.76	2.00	2.00
FTE (WCF MOAS)	.5	1.50	1.50

Objective 1.1: Use a decision making process within USDA that makes the program and IT officials responsible for IT investments.

Objective 1.2: Establish a standard Capital Planning and Investment Control (CPIC) Program in USDA to ensure IT investments are made in direct support of business objectives, managed prudently.

Performance Goals and Indicators	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Establish USDA policy on IT management using the Capital Planning and Investment Control methodology: Number of agency IT management reviews performed	4	6	6

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 3: *Create a unified system of information technology management.* Ensuring that IT decisions meet core business needs requires the engagement of the USDA community, beginning with the most senior program officials. OCIO must ensure that Department IT investments deliver a substantial business benefit to agencies and a positive return on the investment for taxpayers. In

order to meet these requirements, legislation requires the establishment of an effective and efficient capital planning and investment control (CPIC) process. The CPIC Program will establish a process for the Department for selecting, managing and evaluating the results for all major investments in information technology. This process helps select investments which are based on applicable General Accounting Office and Office of Management and Budget (OMB) guidance. The selection process incorporates OMB's ARaines Rules,⁶ which guides agencies to assess investments based on their ability to meet mission needs, their cost/benefit/return profile, and the risks of the investment. The Department has been a leader in the development and use of the Information Technology Investment Portfolio System (I-TIPS) which was jointly developed by USDA and the Department of Energy, and financed in part by IT Innovation Funds. USDA is now using I-TIPS to manage information about its entire IT investment portfolio. The system supports USDA's implementation of the CPIC process.

Means and Strategies: During FY 2000 OCIO will develop more refined and prescriptive tools used to assess and evaluate information technology investments. This will result in better quality information for both OCIO and the Deputies Capital Planning Working Group as they review agency IT investments. It will promote a consistent set of information that will permit evaluations across different investments, as well as focus agency attention on the factors that bear on their investments, and the management of them. OCIO will also be meeting with individual agencies and staff offices to review their capital planning and investment control process and the investments in their respective portfolios. OCIO will provide them with feedback and recommendations on how to improve their internal processes, and the management of their investments.

Verification and Validation: OCIO will use the annual budget process review of agency IT portfolio to determine how well or how poorly agencies have adopted the CPIC for their own use. We will also use the information entered by the agencies into our Information Technology Investment Portfolio System (I-TIPS) to determine the degree to which they have utilized Capital Planning and Investment Control methods and tools to select, control, and evaluate their IT investments. Through these methods OCIO will be able to make a qualitative determination about the agencies use of CPIC.

Objective 1.3: Identify opportunities for streamlining program and administrative business activities, and the technology that supports them, through the development and implementation of a business/data architecture.

Performance Goals and Indicators		FY 1999 Actual	FY 2000 Target	FY 2001 Target
Develop and Implement USDA Architecture: Percent of agencies using ISTA		25	35	50
Number of agencies with electronic forms and automated directives systems	Infuse Government and electronic data interchange technologies into business processes where applicable:	n/a	3	20
	Number of agencies using the Internet for program delivery, e.g. forms, loan balances	5	10	20

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 3: *Create a unified system of information technology management.* The USDA Information Systems Technology Architecture is comprised of the current architecture, future architecture direction, and principles and standards. The current architecture provides a high-level baseline of USDA's business, information, applications, data, and technology assets. This baseline provides the foundation for analyzing USDA's current architecture asset base to identify those areas where improvements can be made.

The future architecture direction is based on USDA's strategic plans, core business processes, strategic information flows, information systems requirements, and technology forecasts. The future architecture direction guides investments in information systems and technology. USDA's future architecture direction

is also guided by a set of architecture principles and technical standards. When combined, the future architecture direction, architecture principles and standards provide the mechanism for transforming USDA's current architecture into an enterprise architecture for USDA. This enterprise, i.e., corporate, approach enables the streamlining of program and administrative business activities and the supporting technology.

To enable and infuse the appropriate business models and technologies, OCIO will provide the leadership necessary to make USDA's e-Government direction a reality. USDA will be required to re-evaluate many of its program delivery mechanisms. Infusing electronic commerce and electronic data interchange technologies into its business processes. This means the Department must examine service delivery through enabling technologies, Web-based service delivery, and information collection and access, resulting in dynamic 24-hour Government servicing models, where appropriate. USDA will also continue its initiatives related to electronic commerce with its business partners. Enabling technologies include public key infrastructure, i.e., electronic signature, secure networking, and future technologies such as enhanced search capabilities and natural language queries. USDA will also examine its internal policies and processes to ensure electronic privacy and policies for electronic service. Contractor support will be required to make the e-Government paradigm a reality for USDA. Contractor support will be required in e-business model design, cognitive process design, and e-Government infrastructure requirements.

Means and Strategies: To implement an enterprise Information Systems Technology Architecture for USDA, OCIO will rely on the USDA agencies. OCIO's architecture role focuses on policy and the coalescence of agency architecture initiatives through the Architecture and Capital Planning and Investment Control processes. Since an architecture is ever-changing, the architecture processes concentrating on business processes planning, collaboration, and technology refreshment will be implemented.

USDA will continue to refresh its future architecture direction and update architecture principles and technical standards. OCIO will also examine the need for a repository or database to house the architecture information regarding the five architecture layers. Agency expertise and available resources will determine the appropriate approach. OCIO will continue its initiative in IT Asset Management. This will be instrumental in capitalizing on reduced configuration management costs, qualifying for quantity discounts, reusing equipment throughout the Department, and reducing maintenance costs through the servicing of fewer products.

An increase of \$2,000,000 is requested in the 2001 budget to support Government and the Information Management and Information Collection activities. A budget increase is required to facilitate implementation of electronic government and commerce initiatives, provide leadership to meet the requirements of the Government Paperwork Elimination Act, reduce information collection activities on the public, and modernize the information management functions of the Department. OCIO also manages the Privacy Act and provides support for the USDA Privacy Policy Official. Contractor support, automated and Web-enabled tools, and FTE's will be required to establish, modernize and/or support these functions.

Verification and Validation: OCIO will continue to implement the USDA ISTA. Verification of this activity will be evidenced through agency compliance with USDA's future architecture direction, architecture principles, and technical standards through the Architecture and Capital Planning and Investment Control Processes. Agency proposals for new systems and technology investments will be reviewed to determine compliance. In those cases where agencies do not comply, agencies will be required to request a waiver or comply with the architecture direction.

OCIO will facilitate implementation of electronic government and commerce initiatives, provide leadership to meet the requirements of the Government Paperwork Elimination Act (GPEA), facilitate the reduction of information collection activities on the public, and modernize the information management functions of the

Department. Verification of these activities will be evidenced by an increase of USDA's business being conducted via the Internet and electronic data interchange. This information will be gathered by survey regarding USDA's compliance with the GPEA, information collection packages describing electronic data collection from its survey participants, the USDA's annual electronic commerce report, and meetings with USDA agencies.

Objective 1.4: Establish an assessment methodology for Departmental and agency IRM programs that will ensure sound management practices are being used to achieve measurable improvements.

Performance Goals and Indicators	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Ensure that the Service Center technology improvements are driven by business needs and support re-engineered business processes:			
Number of Service Center Oversight Implementation progress and other reviews conducted	9	10	10
Number of Service Center Implementation IV&Vs conducted	2	3	3

Discussion of Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 2: *Improve customer service by streamlining and restructuring county offices*, and Management Initiative 3: *Create a unified system of information technology management*. Over the last decade, USDA has been working to streamline and modernize the delivery of programs through the county-based delivery systems of the Farm Service Agency, the Natural Resources Conservation Service and the Rural Development mission areas. Departmental oversight and guidance conducts reviews at major milestones with the agencies, conducts independent verification and validations and issues reports on the status of this effort. The oversight effort focuses on ensuring that business process re-engineering results drive technology solutions, that the technical solutions will support the business requirements and that the Service Center solutions are consistent with the Department IT architecture.

Means and Strategies: As directed by the conference report on FY 2000 appropriations, OCIO will continue to fund the Service Center Implementation oversight function from unobligated balances appropriated in FY 1996 for Infoshare. This focused oversight and guidance will help to ensure that the initiative achieves the Secretary's goals of better integrating county office program services and modernizing program delivery. Examples of oversight activities include (1) reviewing and approving Service Center modernization plans and strategies (2) conducting program management reviews utilizing planned milestones to identify problem areas, slippages, etc., and corrective actions (3) reviewing and approving annual and amended Service Center modernization technology spending plans and facilitating external review and approvals (4) reviewing and approving proposals for new projects and for national deployment and acquisitions (5) conducting periodic evaluations of specific Service Center modernization projects and (6) keeping USDA policy officials informed of progress and problems associated with the Service Center Initiative,

Verification and Validation: The ultimate measure for the Service Center Implementation oversight function is that systems are installed which work and support the re-engineered business needs of the Service Center agencies. During the interim, outside contractors will be used to perform independent verification and validation (IV&Vs) analysis to supplement in house oversight and reviews in order to ensure that the activities progress towards these goals.

Goal 2: Develop Department-wide information and technical infrastructures that will improve service delivery through more effective information systems and data management.

Program Activity: Office of the Chief Information Officer

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Funding (Appropriated)	\$2,824	\$3,324	\$11,840
Funding (Y2K Supplemental)	\$52,703	\$4,400	n/a
Funding (WCF MOAS)	\$136	\$188	\$195
Funding (WCF Direct)	\$14,983	\$15,328	\$13,877
FTE (Appropriated)	28.00	39.00	51.00
FTE (WCF MOAS)	3.00	1.50	1.50
FTE (WCF Direct)	42	41	41

Objective 2.1: Develop and implement technical standards for USDA that will facilitate the adoption of specific information technologies necessary to support mission objectives and re-engineered and streamlined business processes.

This objective duplicates Goal 1, Objective 1.3 and will be revised in the next Strategic Plan.

Objective 2.2: Assess established and emerging technologies, including hardware, software, communications, artificial intelligence, and other aides to human decision making, for opportunities to improve its service delivery.

This objective duplicates Goal 1, Objective 1.3 and will be revised in the next Strategic Plan.

Objective 2.3: Develop and implement funding and acquisition strategies to implement information technology initiatives.

This objective duplicates Goal 1, Objective 1.2 and will be revised in the next Strategic Plan.

Objective 2.4: Ensure that USDA's mission-critical systems nation-wide are Year 2000 compliant by March 31, 1999. Provide guidance and leadership for the Department and Agencies on all aspects of USDA Year 2000 program activities. Mitigate the Year 2000 associated risks in information systems, telecommunications systems and vulnerable systems and processors with embedded chips.

Performance Goals and Indicators	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Y2K Awareness	100	100	N/A
Y2K Assessment	100	100	N/A
Y2K Renovation	100	100	N/A
Y2K Validation	90	100	N/A
Y2K Implementation	90	100	N/A

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 3: *Create a unified system of information technology management.* The Y2K awareness phase included defining the problem, educating the community, attaining executive support and developing overall strategy. The assessment phase included identifying mission-critical systems, analyzing systems to ensure compliance, prioritizing corrective actions, developing contingency plans, and securing necessary resources. During the renovation phase, non-compliant systems were converted, replaced or eliminated. Interfaces to other systems were identified and corrected. Following corrective action, all systems were tested, verified and validated to ensure uninterrupted service in the validation phase. Tests included performance functionality and integration. The implementation phase included implementation of converted or replaced systems and implementation of contingency plans.

The achievement of these performance goals supports the achievement of USDA's Management Initiative 3: Create a unified system of information technology management. In particular, the Chief Information Officer established a Y2K Program Office to ensure that USDA's mission-critical systems were Y2K

compliant. The Y2K Program Office provides the guidance and leadership for the Department on all aspects of USDA's Year 2000 program. A key function of this office is to manage an independent validation and verification program to assure that the Department is on track and that critical systems are compliant.

Means and Strategies: Funds for this program were Appropriated through the Emergency Supplemental Funding process. All funds were received under OCIO's treasury symbol then allowed to agencies as needed as a one time request. These funds cover Y2K expenditures for FY 1999, FY 2000, and FY 2001.

Verification and Validation: Independent verification and validation of mission critical systems in USDA is an integral part of the overall strategy for achieving Y2K compliance. An IV&V effort evaluates system development products; reviews and conducts spot checks on testing activities; and oversees development efforts from project start-up to closeout. For Y2K projects, the IV&V methodology will be applied to develop a 95% level of confidence that they system under evaluation is Y2K compliant.

Objective 2.5: Meet the mandated requirements of the President's Commission on Critical Infrastructure Protection (PCCIP) by developing a plan to protect USDA's critical infrastructures and putting the processes/mechanisms in place to implement the plan and update the plan on a 2-year cycle.

Performance Goals and Indicators	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Establish a Central Cyber Security Office: Percent of staff on-board	0	25	100
Establish a Department-level Risk Management Program: Percent of agencies identifying critical assets and assess them for vulnerabilities	10	25	30
Develop a USDA Information and Telecommunications Security Architecture: Percent completion of security architecture	0	0	50
Percent of agencies transitioned to FTS2001 Long Distance service provider	5	50	100
Establish a USDA Enterprise Network: Develop strategic plan Percent USDA Enterprise Network implemented	n/a n/a	yes 5	n/a 50

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 3: *Create a unified system of information technology management.* Protection of information assets and maintaining the availability, integrity, and confidentiality of USDA information technology systems and telecommunications resources are vital in meeting USDA's program delivery requirements. Networks and information technology resources are becoming increasingly vulnerable to illegal and malicious penetration by internal and external sources. Because of the extent of damages that can occur in a short period of time, it is urgent that the plans, policies, and procedures are centrally developed and managed to afford the greatest challenges of today's cyber-based information infrastructure. It is also essential that USDA put the policies and processes in place to address the requirements of Executive Order (E.O.) 13103, Computer Software Piracy, which was issued in September 1998. OCIO plans to address these requirements through establishing a comprehensive Software Import Control and Software Licensing Program.

To meet the mandated requirements of the President's Commission on Critical Infrastructure Protection (PCCIP), OCIO has developed a plan to protect USDA's critical infrastructures and put the processes/mechanisms in place to implement the plan and update the plan on a 2-year cycle. At the request of the secretary, OCIO conducted an analysis of USDA cyber security programs during the summer of 1999. In August, OCIO published its findings and recommendations in its Action Plan to

Strengthen USDA Information Security. This plan covers the requirements of PDD 63, as well as the broader aspects of information systems security.

The Department continues to migrate from the current FTS2000 long distance service provider to the FTS2001 provider. USDA currently anticipates that transition will be complete by the end of the first quarter of FY 2001. Discussions on FTS2001 pricing have been a concern to the agencies and have initially slowed some of our efforts. The Department is also moving ahead with an Enterprise Network strategic plan that will be based on agency program requirements. This will provide a comprehensive Department-wide telecommunications network for the agencies, improving accessibility and increasing capacity.

Means and Strategies: OCIO's Action Plan is comprehensive and multi-faceted, covering the issues of security program management, risk management, policy, compliance, and awareness and training. OCIO will strengthen the USDA Information Systems Security Program through: improved vulnerability and risk assessment activities; development and implementation of an emergency response capability; development of plans, policies, and implementation strategies to protect USDA's information assets; development and implementation of a Departmental security awareness program and security review program; and acquiring the contract support necessary to meet mandated systems accreditation and certification requirements. Furthermore, the plan calls for a systematic monitoring and evaluation program to ensure Department-wide compliance with Federal laws and regulations and the Department's standards and policies regarding information protection. To support current and future delivery of services using networked information systems, including the Internet, USDA's telecommunications enterprise network must be expanded. The plan calls for the development of a security architecture to ensure the security and reliability of the enterprise network.

An increase has been requested to meet the requirements of Presidential Decision Directive (PDD) 63, which resulted from the PCCIP. Without the requested increase, USDA's information resources will remain vulnerable to attack, penetration, and costly disruptions to services. Because of lack of experience and expertise within the USDA security community, additional resources will be required to hire the expertise and/or train USDA security personnel in specialized security disciplines. OCIO received an additional \$500,000 in its FY2000 budget specific to cyber security. These funds will be used to establish a central Cyber Security Program Office within OCIO. To meet the additional requirements of PDD 63 and the Department's broader cyber security requirements, OCIO is requesting an additional \$6,492,000 and 12 staff years for FY 2001. This will allow OCIO to establish a risk management program to determine vulnerabilities of USDA's information assets and implement measures to mitigate identified risks. It will provide funding for contractor support for defining and initiating implementation of a security and telecommunications architecture. Contractor support is also necessary to design and implement an information security awareness and training program and a software import control and licensing program.

Telecommunications operations management is funded through the Working Capital Fund (WCF). This includes funding for an enterprise network as well as funding to improve the management of telecommunications services and equipment. Funding for the Enterprise Network has been included in the USDA Capital Planning and Investment Control (CPIC) process.

Verification and Validation: All USDA mission areas and agencies will be required to participate in the development and implementation of a critical infrastructure protection plan which will identify performance goals and indicators and verification and validation procedures. USDA agencies are required to submit Information Systems Security Plans on an annual basis. The plans are reviewed for compliance with USDA policies and procedures. The development and implementation of an information security review program will provide additional verification and validation capabilities.

The OCIO will monitor the status of the FTS2001 transition via agency transition plans and network usage reports. The OCIO will also gain agency approval of the USDA Enterprise Network program through the Executive Information Technology Investment Review Board and WCF planning process.

GOAL 3: Be a leading innovative information technology services organization, experienced in providing quality and cost-effective services for centralized and distributed computing, and applications support.

Program Activity: Office of the Chief Information Officer - National Information Technology Center (NITC), Kansas City, MO. These activities are financed through the Departmental Working Capital Fund (WCF).

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Funding (WCF)	51,702	56,116	56,954
FTEs (WCF)	169	158	158

Performance Goals and Indicators	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Support the USDA Information Systems Technology Architecture:			
Percent of OCIO computing platforms that have a Web interface	70	90	100
Improve security of information processing resources	70	85	90
Develop new services and increase our customer base for existing services.			
Percent increase of new business based on new and existing services	5	5	5
Improve customer service quality:			
Percent Web Access to customer	100	100	n/a
Percent Home Page is implemented	90	95	97
Percent of employees that received training	80	85	87

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 3: *Create a unified system of information technology management.* The annual performance goals shown are not all-encompassing; however, they are the most important goals for the OCIO WCF activities. The five year strategic plan for the OCIO WCF activities, provides an overview of the strategic direction for all OCIO WCF activities. Following is a discussion of each annual performance goal:

Support the USDA Information Systems Technology Architecture (ISTA). The USDA/ISTA is a blueprint for the USDA computing environment. The ISTA defines the current environment in USDA, but more importantly, defines the future environment to which the USDA plans to migrate. It has two primary components: The Business/Data Architecture and the Technical Standards Architecture (computing hardware and software). OCIO has a significant role in the operation and maintenance of the existing USDA architecture, and is committed to providing an open environment that will facilitate the transition to the future environment. OCIO will develop and offer the expertise necessary to assist in migrating the USDA to the new architecture.

Improve Customer Service Quality: We must make our commitment to customers highly visible through an aggressive approach to problem resolution, improved technical communications, a centralized help desk (customer service center), and the development of good customer service skills. Those capabilities must be evident in all staff, including clerical, administrative and operations personnel. Commitment to customer satisfaction makes it imperative that we fully understand the missions and goals of our customers so that we can satisfy their requirements-both current and future. We must deliver *Ajust in time*® services to our customers and provide the leadership necessary to help them make sound information

technology investments. It is critical the OCIO WCF staff provide internal and external customers Continued and Never ending Improvement (CANI).

Develop New Services and Increase Customer Base for Existing Services: To grow and remain viable, OCIO WCF must anticipate and respond to the evolving needs of its customers and position itself to assist USDA agencies who are not currently customers, but could benefit from OCIO WCF services. Developing and offering new services, and identifying new customers by proposing solutions to their IT and telecommunications needs will expand our customer base.

OCIO-WCF activities have achieved Year 2000 compliance and will provide a support role assisting customer agencies and OCIO into the next century.

Means and Strategies: These activities are funded through the WCF, a cost recovery mechanism that allows service providers and customers to take advantage of its reimbursement and investment characteristics to obtain goods and services at the lowest possible unit cost. To achieve the annual plan will require continual support of the activities= customers. Additionally, it will require that all OCIO WCF activities, in concert with the Chief Information Officer, work with customers to develop budgets consistent with their ability to pay and expectation of future benefits.

Verification and Validation: The effectiveness of the improved customer service quality strategy will be measured through direct interviews with customers and employees. Performance baselines have been developed and performance indicators will be monitored.

Management Initiative 1: Implement a professional development strategy to ensure that USDA's IT personnel possess the skills necessary to meet the challenges of effectively delivering programs and services with information technology.

Objective: Assess the skills of USDA's IT personnel, identify deficiencies, and take corrective action to train employees. Establish a professional development program so that it addresses both the needs of those who deliver and support technology within the Department, as well as those who use it. Together with the Office of Human Resources Management (OHRM), manage a IT Workforce Planning and Development Working group which ensures active agency participation in USDA's IT workforce improvement effort.

Program Activity: Office of the Chief Information Officer

Funding and FTE	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Funding	Resources are included in the overall Funding ceiling.	Resources are included in the overall Funding ceiling	150
FTE	.65	.65	1.65

Performance Goals and Indicators:	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Increase % of Agency acceptance/adoption of the CIO-Council's IT core competencies	n/a	20	75
Increase % of executives/senior managers who integrate IT core competencies into their workforce planning	n/a	20	75
Increase % of completion of USDA professional development strategy implementation plan	n/a	20	75

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 3: *Create a unified system of information technology management*. This ongoing initiative will ensure that USDA's IT workers are given the opportunity to continually improve their technical and nontechnical skills and their ability to respond to the customer. This includes agency CIOs, information resource management officials (managers), and other employees who are involved with the use, management, or acquisition of information technology. OCIO will ensure that USDA training resources for IT are leveraged across agency lines. A standard of excellence, benchmarked against industry's best practices, will be maintained. The core competencies used in accomplishing this initiative will be those adopted by the Federal CIO Council. The success of this initiative will determine USDA's ability to accomplish its goals in the area of IT. These goals are in direct support of USDA's overall mission.

Means and Strategies: This effort was declared an OCIO management initiative in response to requirements set forth in the Clinger-Cohen Act of 1996. OCIO recognizes the critical importance of the implementation of a professional development strategy, partly through institution of core competencies across the Department, and is committed to carrying out such program. OCIO will continue its collaborative relationship with OHRM, and the agencies' efforts to meet the goals of this initiative, through the IT Workforce Planning and Development Working Group. OCIO will also remain an active participant on the CIO Council's IT Workforce Challenge Committee, of which USDA's Deputy CIO serves as co-chair.

Verification and Validation: The effectiveness of the professional development strategy will be measured through a customer survey process, direct interviews with customers and employees, and by data analysis which reveals that turnover rate in USDA's IT occupations has declined.

Management Initiative 2: Continually improve the quality and effectiveness of the OCIO workforce and ensure the civil rights of all.

Objective: The OCIO will train and recruit personnel to meet its mission and continually improve its workforce by selecting and retaining top-quality individuals, and improving employees' skills.

Program Activity: Office of the Chief Information Officer

Baseline: The baseline has been established at 50% of employees

Resources are included in the overall FTE and funding for the OCIO goals.

Performance Goals and Indicators	FY 1999 Actual	FY 2000 Target	FY 2001 Target
Increase employee morale: Percent of employees indicating medium to high morale	establish baseline	50	60
Percent decrease in formal and information complaints	establish baseline	50	90
Provide Civil Rights training for all employees: Percent of employees trained in Civil Rights	100	100	100
Provide conflict management training for all employees: Percent of employees trained in conflict management	15	50	50

Discussion of Annual Performance Goals: The achievement of these performance goals supports USDA's Management Initiative 1: *Ensure that all customers and employees are treated fairly and equitably, with dignity and respect.* To provide excellent service to the customer and to meet the OCIO goals, each OCIO employee must be given the opportunity to continually improve his or her individual quality of work and effectiveness. Further, each individual must be treated fairly and equally. This ongoing management initiative will ensure that employees are continually exposed to new and improved quality business practices and at the same time, are valued and respected. This improved working environment will increase the level for employee morale.

Means and Strategies: OCIO will continue to recruit employees from all sectors and hire the most qualified applicant. OCIO will ensure that all decisions related to personnel actions are in concert with the Department's civil rights compliance and enforcement functions, and that individuals are treated with the respect they deserve. The success of the OCIO goals depends upon an energized, quality workforce where civil rights practices are followed. Resources necessary to accomplish this initiative will be covered in the overall funding and FTE of the OCIO goals.

Verification and Validation: The achievement of improved employee morale will be measured through a verbal feedback from selected audiences of OCIO employees in small group sessions in Washington, D.C., Kansas City, MO and Ft. Collins, CO. The number of civil rights complaints will be gathered through internal data collection procedures and measured against the FY 1999 baseline. The effectiveness of civil rights and conflict management training will be measured through employee feedback and through a reduction in the number of complaints filed.

**Summary of OCIO Resources for FY 2000
(Dollars in Thousands)**

	Goal 1	Goal 2	Goal 3	Mgmt. Initiative 1	Mgmt. Initiative 2	Unaligned Resources	Total
Direct Appropriation	\$2,722 32 FTE	\$3,324 36 FTE		Incl. in Goal 1 & 2	Incl. in Goal 1 & 2		\$6,046 68 FTE
Y2K Supp.		\$4,400 3 FTE					\$4,400 3 FTE
WCF MOAS	\$180 1.50 FTE	\$188 1.50 FTE					\$368 3 FTE
Program Reimbursements		\$250 2 FTE				\$684 0 FTE	\$934 2 FTE
WCF		\$15,328 41 FTE	\$56,116 158 FTE				\$71,444 199 FTE
TOTAL	\$2,907 33.50 FTE	\$24,360 83.50 FTE	\$56,116 183 FTE			\$684	\$83,192 275 FTE

**Summary of OCIO Resources for FY 2001
(Dollars in Thousands)**

	Goal 1	Goal 2	Goal 3	Mgmt. Initiative 1	Mgmt. Initiative 2	Unaligned Resources	Total
Direct Appropriation	\$2,840 32 FTE	\$11,840 51 FTE		Included in Goal 1 & 2	Included in Goal 1 & 2		\$14,680 83 FTE
Y2K Supp.		\$1,234					\$1,234
WCF MOAS	\$188 1.50 FTE	\$195 1.50 FTE					\$383 3 FTE
Program Reimbursements		\$350 2 FTE				\$710 0 FTE	\$1060 2 FTE
WCF		\$13,877 41 FTE	\$56,954 158 FTE				\$70,831 199 FTE
TOTAL	\$3,028 33.50 FTE	\$26,262 95.50 FTE	\$56,954 158 FTE			\$710	\$86,954 287 FTE